The Role of Incentives Strategy in Employees Satisfaction in Private Universities of Yemen

(Ph. D Research Proposal in Management)

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The General Framework of the Study

1.1 Introduction:

The rapid developments and changes in all fields in this era get organizations keen to carry out their various work and activities with a high level of efficiency and effectiveness to maintain their survival and continuity. This attention can only be achieved by the human factor, since organizations conduct their businesses and activities through their human resources, which represents one of the most important basic variables affecting efficiently. This is what made the organizations pay great attention to the human factor, and sought to hire good qualified workers and provide them with the required skills so that they can carry out their work as required. Organizations also searches for factors affecting him/her and that limit his/her ability. However, ability alone is not sufficient for the worker to accomplish his/her tasks as efficiently as possible, if there is no motivation that drives him/her to work, as the efficiency of the individual depends on two elements (the ability to work, and the desire for it). The ability is represented by the individual's skills, knowledge, abilities and willingness to work. As for desire, it is represented by the incentive system and motivational methods that motivate the individual's behavior in the direction that achieves the organization's goals and objectives. This issue of incentives has attracted the attention of many researchers and behavioral scientists, as it is one of the most important factors affecting the individual's desire to work in general and to develop his/her creativity in particular. **That is why this study came to identify** the incentive strategy and its role in achieving job satisfaction for workers in private universities in Sana'a City, Republic of Yemen.

1.2 Statement of the Problem

Through what was stated in the introduction to this study and the previous research studies that were reviewed, the problem of this study took shape in the following main question;

What is the role of the incentive strategy in achieving job satisfaction for workers in private universities in Sana'a City?

The question is spread apart to the following sub-questions:

- What is the prevalent incentive system in private universities in Sana'a City?
- What is the level of job satisfaction for workers in private universities in Sana'a City?
- What is the role of incentives in achieving job satisfaction for workers in private universities in Sana'a City?
- Are there differences in the answers of the sample members about the items and the themes of the study due to their personal and professional variables?
- What are the recommendations and suggestions that the study will provide and it may contribute to developing the incentive system to be effective, diversified, and fair?

1.3 Objectives of the Study:

This study aims at:

1. To explore what kind incentives strategy system used in private universities in Yemen.
2. To identify relationship between the financial incentives strategy and employees satisfaction in private universities of Yemen.
3. To find out relationship between the moral incentives strategy and employees satisfaction in Private universities of Yemen.
4. To know the relationship between the social incentives strategy and employees satisfaction in private universities of Yemen.

5. To explore whether there are differences between the answers of the study sample about the study axes related to demographic variables (sex, age, qualification, job title, years of experience).

1.4 Significance of the Study:

According to the position occupied in general by the human factor in organizations and how it is clearly concerned to put impact on improving the administrative process, all this reflects the significance of this study, which seeks to study the role incentives in achieving job satisfaction for civil university employees. In addition, the significance of the study is manifested in the following:

Practical Significance:

-The significance and modernity of the topics that are discussed in the study (Incentives, job satisfaction).

-The researcher hopes that the findings of this study and its recommendations will contribute in increasing the effectiveness of incentives in achieving job satisfaction for workers in private universities in Sana'a City.

-Taking advantages of the study findings in planning and for decision-makers in private universities in Sana'a city. That is, the importance of incentives and their role in achieving job satisfaction for workers as it helps in improving the performance of workers and achieving the aimed goals.

Scientific Significance:

The researcher hopes that the findings of this study will constitute a scientific addition to researchers, organizations, and those who are interested, as this study deals with the relationship between the two concepts of incentives and their role in achieving job satisfaction for workers. The study is considered to be one of the first study of its kind in Sana'a- Yemen as it links between these two concepts and tries to identify

the influencing relationship between them as well as to study new variables.

The concept of incentives is also a vivid field of research, which relies on this study to be a reason for other studies in all institutions, and in all governmental and private business organizations.

Enriching local and Arab libraries which, face a problem of from a scarcity of studies and research that deal with such important and necessary administrative issues for researchers, interested ones and organizations.

1.5 Study Hypothesis:

Main Hypothesis first H01:

H01. There is not a statistically significant relationship between the financial incentives strategy and employees satisfaction in private universities of Yemen.

Sub-hypothesis

H01.1 There is not a statistically significant relationship between salary and employees satisfaction in private universities of Yemen.

H01.2 There is not a statistically significant relationship between allowances and employees satisfaction in private universities of Yemen.

H01.3 There is not a statistically significant relationship between bonuses and employees satisfaction in private universities of Yemen.

H01.4 There is not a statistically significant relationship between reward and employees satisfaction in private universities of Yemen.

Main Hypothesis second H02:

H02. There is not statistically significant relationship between the moral incentives strategy and employees satisfaction in Private universities of Yemen.

Sub-hypothesis

H02.1 There is not statistically significant relationship between promotions and employees satisfaction in Private universities of Yemen.

H02.2 There is not statistically significant relationship between appreciate the efforts of the staff and employees satisfaction in Private universities of Yemen.

H02.3 There is not statistically significant relationship between staff participation in the management and employees satisfaction in private universities of Yemen.

Main Hypothesis third H03:

H03. There is not a statistically significant relationship between the social incentives strategy and employees satisfaction. in private universities of Yemen.

Sub-hypothesis

H03.1 There is not a statistically significant relationship between health insurance and employees satisfaction. in private universities of Yemen.

H03.2 There is not a statistically significant relationship between life insurance and employees satisfaction. in private universities of Yemen.

H03.3 There is not a statistically significant relationship between leisure activities and employees satisfaction. in private universities of Yemen.

Main Hypothesis Fourth H04

H04. There are no statistically significant differences between the answers of the study sample members about the study axes due to their demographic variables (sex, age, qualification, job title, years of experience).

1.6 Methodology of the Study:

The researcher will rely on the descriptive approach, with both the survey and analytical methods.

Population of the Study:

The Yemeni government has opened the door to the private sector to invest in the field of private university education in order to alleviate pressure on public universities and absorb the quantitative expansion in the outputs of high school and towards creating the principle of competition between gov. and private Yemeni universities so that the matter of enrollment remains up to the students to decide which universities are suitable for them to enroll in. Sana'a is considered the largest city containing private universities, as it is the capital city of Yemen and has the largest population density. therefore, the study community consists of all private universities in Sana'a, with a total number of (10) private universities.

sample of study: the study sample will consist of 5 private universities, namely (the Yemeni Academy for Higher Studies, Sheba University, Al-Razi University, the University of Yemen and Gulf, Al-Nasser University, and Queen Arwa University).

The researcher will make a comprehensive inventory of the affiliates of the selected universities, where a simple random sample of 10% as a minimum will be selected from the employees of these universities, during the time period for the university's affiliates between 2018-2023.

Study sample: a suitable random simple will be selected from the study population.

Study tool: It will be based on the type of the data to be collected, the study community, the time allowed and the available possibilities. The researcher finds that the most appropriate tool to achieve the objectives of this study is (the questionnaire)

Statistical data process of the study: The statistical program (SPSS) will be used to analyze the data.

Sources of Data Collection:

Secondary sources: They are scientific theses, research papers, books, articles, reports, and websites.

Primary Sources: They are the field data collection tool (the questionnaire)

1.7 Limitations of the Study:

Theoretical Limitations: This study will be limited to a specific (incentives strategy and its role in achieving job satisfaction for workers in private universities in Sana'a City)

Place Limitations: This study will be limited to workers in private universities in **Sana'a City**.

Human Limitations:

This study will be limited to **workers in (5)** private universities in Sana'a City.

1.8 Procedural Terms of the Study:

Incentives: A set of factors that motivate an individual to do something and influence his behavior by meeting his needs.

Job satisfaction: It is the positive feeling that employees feel about their work, and it refers to achieving their needs and their desires to work.

2. Review of Literature

2.1 Local Studies and Researches

2.1.1 Aslan (2016)

Aslan (2016) focuses on the incentives and their role in achieving job satisfaction for employees of the Ministry of Civil Service. This study aims to study and evaluate the incentive system. The researcher used the descriptive analytical method, and used a questionnaire as a tool for collecting data from the sample of the study which consists of (320).

The study concludes that the employees are given a few material incentives and most of the moral incentives are rarely used.

2.1.2 Sari' (2016)

Sari' (2016) study is about the impact of incentives on the performance of employees in the administrative system in the republic of Yemen. In his study, Sari' aims to identify the reality of material and moral incentives on the performance of workers at Sana'a University. The researcher used the descriptive analytical method, and used a questionnaire as a tool for collecting data from the sample of (834) and concluded that there is a little impact of material and moral incentives on improving the performance of employees at Sana'a University.

2.1.3 Daghaish (2014)

Doghaish's study is about the incentives system and its role in raising the performance of employees in the Central Organization for Control and Accountability. He used the analytical descriptive approach for his study to analyze the questionnaire (i.e., a data collection tool) of (246) members. Doghaish finds out that the incentives system affects to some extent positively in developing the performance of employees in the Central Organization for Control and Accountability.

2..1.4 Al-Shahedhi (2010)

In her study, Al-Shahedhi (2010) used the analytical descriptive approach to collect the data from the questionnaire that has been distributed to (125) participants. The SPSS program is used to analyze the data, and eventually finds out that there is an effect of incentives on job satisfaction.

2.2 Arab and Foreign Scientific Studies and Researches

2.2.1 Farwana, et al. (2016)

The study was on the impact of material and moral incentives on improving the performance of workers in the Gaza Governorate Electricity Company. The researchers used the descriptive analytical method and

used the questioners as a tool for collecting data from the study sample. (150). The study concludes that there is an effect of material and moral incentives in improving the performance of workers in an electricity company in Gaza Governorate.

2.2.2 Al-Jassasi (2015)

Al-Jassasi (2015) conducted his study on (1152) employees of the private sector affiliated to the Ministry of Education in the Sultanate of Oman. He distributed a questionnaire to collect the data and used the descriptive analytical method for the study. He concludes that there is an impact of income, material and moral incentives, in improving the performance of employees in the Ministry of Education in the Sultanate of Oman.

2.2.3 Al-Halabia (2013)

Al-Halabia (2013) aimed in his study to determine the relationship between incentives and performance improvement of the employees. He concluded that the material, moral and social incentives appeared to be at a low level, and that there is a strong relationship between the use of the incentives dimensions and the performance improvement of the employees.

3. Research gap:

The importance of material, moral and social incentives on employees is clearly evident in the field of work and its positive repercussions on job satisfaction, and this affects their production and their affiliation to their organizations. recently, there has been a lot of talk about the digestion and exploitation of employees, especially in third world countries. This study tries to shed light on this important aspect and contributes to solve this problem. the successful management is the administration that imposes how to perfectly utilise the efficiency and effectiveness of the workers in order to achieve its goals, as it sets up a system of incentives capable of positively affecting the performance of workers in a way that increases their

job satisfaction. loyalty to their institutions helps in improvement, progress, profit and stability. Whenever there is an incentive system, job satisfaction appears. Hence, the researcher deals with the incentive strategy and its role in job satisfaction among private university employees and the importance of incentives on the individuals' feelings in terms of joy and satisfaction while doing their job.

4. CHAPTER SCHEME OF THE STUDY:

- ✓ Chapter 1: Introduction
- ✓ Chapter 2: the methodological framework of the study.
- ✓ Chapter 3: Incentives and Job Satisfaction
- ✓ Chapter 4: Data Analysis and Interpretation
- ✓ Chapter 5: Conclusions and Suggestions
- ✓ Bibliography
- ✓ Appendices

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